Manitoba Seniors and Healthy Aging Secretariat

# Supplementary Information for Legislative Review

2006-2007 Departmental Expenditure Estimates

Manitoba

106-07113/

# SENIORS AND HEALTHY AGING SECRETARIAT

# SUPPLEMENTARY INFORMATION

# FOR

# LEGISLATIVE REVIEW

# 2006/2007 EXPENDITURE ESTIMATES

## PREFACE

This document has been produced by the Seniors and Healthy Aging Secretariat as a departmental supplement to its Printed Estimates of Expenditure. It is intended to provide background information on the department which complements the information already contained in the Printed Estimates of Expenditure. It is hoped this additional information will assist members of the Legislature in their review of the department's estimates.

The contents of this supplement are organized into three parts. The first part provides an overview of the Seniors and Healthy Aging Secretariat's 2006/2007 budget requirements. The second part provides program and financial information including details of staffing requirements and expenditures. The information in part two is organized on the basis of existing main appropriations so that it will provide an easy cross-reference to the Printed Estimates of Expenditure. Part three provides a five-year historical budget comparison. A standard glossary of terms is also included at the end of the document.

This document has been developed to assist members of the Legislature in the review of the Printed Estimates of Expenditure. It is hoped that it will provide a meaningful information supplement and that it will meet the needs of the users of the information. I welcome feedback as to the usefulness of this supplementary information.

HONOURABLE THERESA OSWALD
MINISTER RESPONSIBLE FOR SENIORS

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# PART 1

# DEPARTMENTAL OVERVIEW

## ROLE AND MISSION

## SENIORS AND HEALTHY AGING SECRETARIAT

**MINISTER**

HONOURABLE THERESA OSWALD

**DEPUTY MINISTER**

ARLENE WILGOSH

**EXECUTIVE DIRECTOR**

JIM HAMILTON

**HISTORICAL BACKGROUND**

In 1988 a Minister responsible for Seniors was appointed. The Manitoba Seniors Directorate was established by Cabinet in October 1988 to report directly to the Minister responsible for Seniors.

In December 2004, the Seniors Directorate was re-established as the Manitoba Seniors and Healthy Aging Secretariat. The Secretariat provides support to the Minister responsible for Seniors and maintains a focus on program and policy delivery across departments to improve access to public services. It also provides policy and administrative support to the Manitoba Council on Aging, which was established in 1980, and serves as an advisory body to the Minister responsible for Seniors.

**ROLE AND MISSION**

- To lead government in creating an environment that promotes health, independence, and well-being for all Manitoba seniors.

The overall responsibilities of the Seniors and Healthy Aging Secretariat include:

- providing leadership to province-wide strategies that promote the interests of older Manitobans, including *Advancing Age: Promoting Older Manitobans* and the *Elder Abuse* strategy;
- acting in an advisory capacity to government departments;
- liaising between the provincial government, other levels of government, and organizations serving seniors;
- performing an education, information and referral function on a wide variety of topics and in differing formats; and
- providing research and administrative support to the Manitoba Council on Aging.

A description of the functions and responsibilities of the Secretariat is included in Part II.

# MANITOBA COUNCIL ON AGING

## CHAIRPERSON

Norma Drosdowech

## HISTORICAL INFORMATION

Established in 1980, the fifteen-member Council serves as an advisory body to the provincial Minister responsible for Seniors.

The Council originally reported through the provincial gerontologist to the Minister of Health. In May of 1994, Council began reporting directly to the Minister responsible for Seniors. The change was made to consolidate activities related to seniors and to reflect the broader range of issues, beyond the health care sector, relevant to seniors in Manitoba.

After being introduced in November 2004, *The Manitoba Council on Aging Act* received royal assent in June 2005 to continue the work of the Council. This legislation (Bill 8) ensures that government continues to seek input from Manitoba seniors and that the Manitoba Council on Aging will remain an integral part of government planning and decision making in the future.

## ROLE AND MISSION

The Council on Aging is an advisory body to the Minister responsible for Seniors.

The Council is responsible for:

(a) providing the Minister with information and advice about:
  (i) the aging process and its implications for all age groups in Manitoba, and
  (ii) programs, services, policies and legislation that relate to the aging process and the needs and interests of older Manitobans; and

(b) promoting awareness and understanding of the aging process and its implications for all age groups in Manitoba.

Membership:

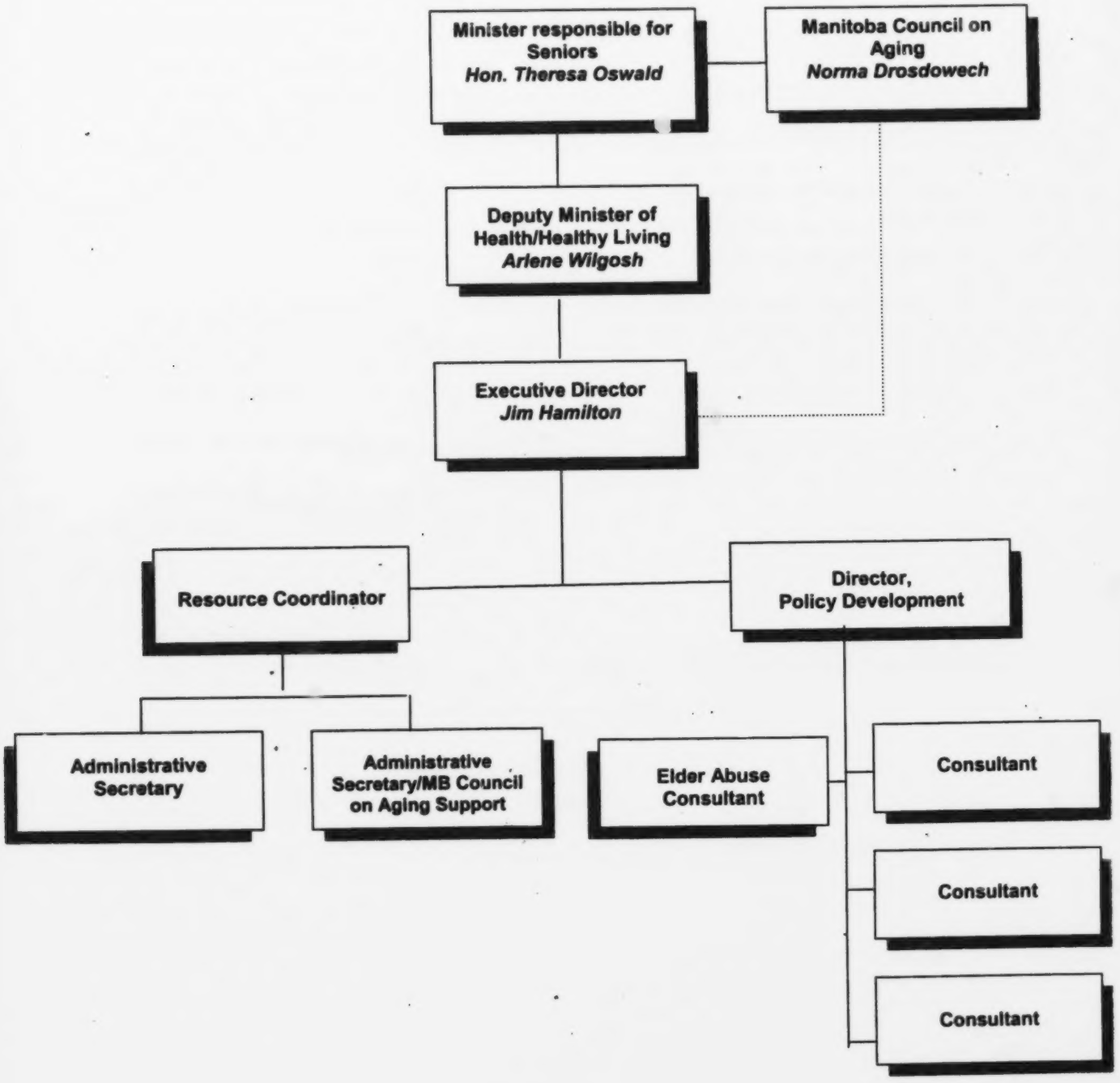
The Manitoba Council on Aging is composed of up to fifteen members appointed by government. Members are drawn from a cross-section of geographic, ethnic and community-service backgrounds in Manitoba. The Chairperson is appointed for a two-year term.

A description of the responsibilities of the Council is included in Part II.

Seniors and Healthy Aging Secretariat

## Organization Chart

*Effective April 1, 2006*



Schedule 1

## MANITOBA SENIORS AND HEALTHY AGING SECRETARIAT
## EXPENDITURE SUMMARY
## BY MAIN APPROPRIATION

| | Estimates of Expenditure 2006/07 $(000's) | Change From 2005/06 % | Estimates of Expenditure 2005/06 $(000's) |
|---|---|---|---|
| 1. Manitoba Seniors and Healthy Aging Secretariat | 1,122.0 | 22.9% | 913.0 |
| 2. Costs Related to Capital Assets | 8.0 | | 8.0 |
| **TOTAL APPROPRIATIONS FOR MANITOBA SENIORS AND HEALTHY AGING SECRETARIAT** | 1,130.0 | 22.7% | 921.0 |

### SUMMARY OF EXPENDITURE APPROPRIATIONS

| | | | |
|---|---|---|---|
| Operating Expenditures | 1,122.0 | 22.9% | 913.0 |
| Capital Grants | | | |
| Costs Related to Capital Assets: | | | |
| General Assets | 8.0 | | 8.0 |
| Infrastructure Assets | - | | - |
| **TOTAL APPROPRIATIONS FOR MANITOBA SENIORS AND HEALTHY AGING SECRETARIAT** | 1,130.0 | 22.7% | 921.0 |

### RECONCILIATION STATEMENT
### $(000's)

| | |
|---|---|
| Printed Estimates of Expenditure 2005/06 | 921.0 |
| | - |
| Estimates of Expenditure 2005/06 (Adjusted) | 921.0 |

Schedule 2

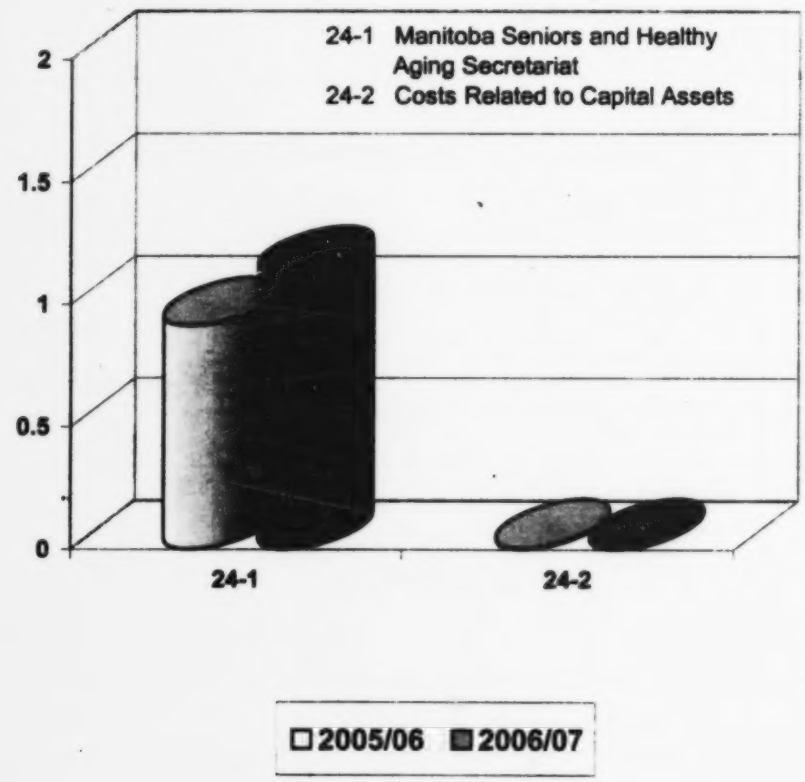
## MANITOBA SENIORS AND HEALTHY AGING SECRETARIAT
## EXPENDITURE SUMMARY
## BY SALARIES & EMPLOYEE BENEFITS, OTHER EXPENDITURES, CAPITAL GRANTS AND COSTS RELATED TO CAPITAL ASSETS

| Element | Estimates of Expenditure 2006/07 $(000's) | Estimates of Expenditure 2005/06 $(000's) |
|---|---|---|
| OPERATING EXPENDITURES | | |
| Salaries & Employee Benefits (Details on Schedule 3) | 553.4 | 548.5 |
| Grants to External Agencies | 386.8 | 185.5 |
| Other Operating | 181.8 | 179.0 |
| Total Operating Expenditures | 1,122.0 | 913.0 |
| COSTS RELATED TO CAPITAL ASSETS | 8.0 | 8.0 |
| **TOTAL MANITOBA SENIORS AND HEALTHY AGING SECRETARIAT** | 1,130.0 | 921.0 |

Chart 1

# Manitoba Seniors and Healthy Aging Secretariat

## Expenditure Summary by Main Appropriation 2006/07



## MANITOBA SENIORS AND HEALTHY AGING SECRETARIAT
## POSITION SUMMARY
## BY APPROPRIATION

Schedule 3

| Res. No. | Approp. Number | | Estimates of Expenditure 2006/07 FTE | Estimates of Expenditure 2006/07 $(000's) | Estimates of Expenditure 2005/06 FTE | Estimates of Expenditure 2005/06 $(000's) |
|---|---|---|---|---|---|---|
| 24.1 | 1 | Manitoba Seniors and Healthy Aging Secretariat | | | | |
| | | (a) Administration | **9.00** | **553.4** | 9.00 | 548.5 |
| | | **TOTAL** | **9.00** | **553.4** | 9.00 | 548.5 |

Schedule 4

## MANITOBA SENIORS AND HEALTHY AGING SECRETARIAT
## POSITION SUMMARY 2006/07
## BY STAFF CATEGORY

| DIVISION | MANAGERIAL FTE | MANAGERIAL $(000's) | PROFESSIONAL/ TECHNICAL FTE | PROFESSIONAL/ TECHNICAL $(000's) | ADMINISTRATIVE SUPPORT FTE | ADMINISTRATIVE SUPPORT $(000's) | TERM FTE | TERM $(000's) | CONTRACT FTE | CONTRACT $(000's) | TOTAL FTE | TOTAL $(000's) |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| ADMINISTRATION | 1.00 | 85.3 | 6.00 | 338.5 | 2.00 | 74.0 | | 2.3 | | | 9.00 | 500.1 |
| | 1.00 | 85.3 | 6.00 | 338.5 | 2.00 | 74.0 | | 2.3 | | | 9.00 | 500.1 |

| | |
|---|---|
| Allowance for Staff Turnover | (10.5) |
| Pension Liability | 10.8 |
| Employee Benefits | 53.0 |
| **NET SALARY COSTS PER SCHEDULE 3** | 553.4 |

# PART 2

# PROGRAM AND FINANCIAL INFORMATION

| Res. No. | Appro. Number | Manitoba Seniors and Healthy Aging Secretariat (24) Details of Appropriation | Estimates of Expenditure 2006/07 $(000's) | Estimates of Expenditure 2005/06 $(000's) |
|---|---|---|---|---|
| 24.1 | 1 | ***MANITOBA SENIORS AND HEALTHY AGING SECRETARIAT*** | **1,122.0** | 913.0 |
| | | Advises the government through the Minister Responsible for Seniors on matters concerning seniors; undertakes the evaluation of government policies, programs and legislation in order to ensure that the needs of seniors are met; communicates information to seniors throughout the province on pertinent government programs in order to facilitate accessibility; co-ordinates a multi-disciplinary approach to addressing elder abuse; develops projects in partnership with other departments, community groups and the private sector; and provides policy and administrative support for the Manitoba Council on Aging in the exploration of aging issues. | | |
| | | a) Administration | **1,122.0** | 913.0 |
| | | | **1,122.0** | 913.0 |

## APPROPRIATION 24-1

## MANITOBA SENIORS AND HEALTHY AGING SECRETARIAT

### OBJECTIVES

- To support government's interest in planning for the current, emerging and future needs of older Manitobans by promoting the Cabinet-endorsed province-wide seniors strategy, *Advancing Age: Promoting Older Manitobans;*
- To promote the interests of seniors to ensure their needs and concerns are reflected through a co-ordinated and comprehensive framework of legislation, public policy and programs;
- To provide a central source of information and referral for seniors and their families, seniors' organizations and government.

### ACTIVITY IDENTIFICATION/OPERATIONAL OVERVIEW

#### CONSULTATION AND REVIEW

Works to influence other government departments to ensure relevant factors that have an impact on seniors are consistently included in legislation, policy and program development.

Facilitates and implements new initiatives, such as the Senior Access program, to benefit and enhance the well-being of seniors.

Facilitates and co-ordinates policy and program delivery across departmental lines.

Provides a central source of information, referral and support for the public on government programs and community-based services for seniors.

Represents the views of seniors and seniors' organizations within government.

Acts as a liaison with community groups to obtain information on priority issues relating to seniors.

Keeps apprised of research, statistics, and current developments to assist the Minister responsible for Seniors in fulfilling the requirements of the portfolio.

Develops and distributes necessary educational tools and resources on seniors' issues as they are identified; i.e. elder abuse, information for caregivers, legal information for seniors, health-services information, medication use, active living, positive aging, training for students, financial institutions and service providers, older drivers, and safety and security.

Conducts meetings and presentations with professionals and seniors in rural and Northern Manitoba through the satellite office initiative.

Acts as liaison with Federal-Provincial/Territorial officials regarding seniors' issues in other jurisdictions in Canada.

Attends, participates, and shares responsibility for completion of joint initiatives arising from Federal-Provincial/Territorial meetings of Seniors' Officials.

Maintains ongoing provincial updates and provides support to users of the Seniors Policies and Programs Database (SPPD).

Exchanges project ideas, policy and program information and educational materials with other jurisdictions and advises departments of new developments elsewhere in Canada.

Prepares Manitoba presentations and necessary support and briefing materials for the Minister responsible for Seniors on Federal-Provincial/Territorial Ministerial initiatives.

Provides administrative and research support functions for the Manitoba Council on Aging.

**COMMUNITY SUPPORT**

Provides current information and assistance to seniors, their families and interested parties through the province-wide, toll-free bilingual Seniors Information Line.

Provides information, referral, and support for seniors who are victims of abuse through a province-wide, toll-free bilingual Abuse Line.

Assists communities to develop and implement a multi-faceted approach to address elder abuse.

Continues to act as a resource for community-based initiatives that address seniors' issues and concerns.

Develops and delivers informational material to seniors that promotes a better understanding of aging and enhances the profile of seniors.

Together with seniors organizations, provides information resources to support volunteer seniors and professionals in improving access to programs and services designed for older adults.

Provides informational workshops for service providers and the business community on issues and services related to aging, such as elder care, ageism, healthy active lifestyles, as well as the work of the Seniors and Healthy Aging Secretariat and the Council on Aging.

Enhances social supports including housing, transportation, injury prevention and elder abuse that enable seniors to remain living in the community.

Encourages the full participation of all seniors in society, including those with physical impairments, those with limited access to information, members of certain minority cultures and individuals who are socially isolated.

## EXPECTED RESULTS:

### CONSULTATION AND REVIEW

The expected results from the consultation and review functions include:

- Generate opportunities for effective and appropriate government services, legislation, policy, programs and initiatives that better accommodate the needs of seniors in Manitoba.
- Provide leadership within government to respond to the challenges and opportunities of Manitoba's aging population.
- Promote a culture within government and non-government organizations that promotes a holistic approach in designing and delivering services to seniors.
- More effective delivery of services and clarified role of Seniors and Healthy Aging Secretariat as a result of meaningful consultation with government officials and key stakeholders.
- More responsive programs and services in rural and Northern Manitoba through staff meetings and presentations with professionals and seniors in each region of the Province.
- Develop province-wide strategies through the use of multidisciplinary and multisectorial round table consultations.

### COMMUNITY SUPPORT

Expected results in the community include:

- Enhanced quality of life for seniors who are better informed and able to access services within government and the community, enabling greater independence and healthier lifestyles.
- Increased awareness of the issues related to abuse of the elderly, including intervention and prevention and the development of strategies to monitor and respond to this abuse at the community level.
- Better understanding and awareness of aging, emerging societal issues, and gerontological research amongst the community, government departments and individuals working in the field of aging.
- Strengthened communication with seniors' and related community organizations by development of a comprehensive web site, providing accessible information, and facilitating such initiatives as the Seniors Inter-Agency Network.
- Culturally appropriate consultations with the Aboriginal and Francophone communities on services for seniors.

## MANITOBA COUNCIL ON AGING

### OBJECTIVES

To provide the Minister responsible for Seniors with recommendations on programs, policies or proposals.

To consult with seniors consistent with the role of advising the Minister on issues.

To advise the government on how to best accommodate the changing age structure of Manitoba's population in all aspects of government activity.

To increase public awareness and understanding of the aging process and its implications.

### ACTIVITY IDENTIFICATION/OPERATIONAL OVERVIEW

Meets regularly to review issues requested by the Minister and issues of concern to seniors.

Reports seniors' concerns to the Minister following consultations or in response to specific issues.

Since 1981, continues to publish and distribute the *Manitoba Senior Citizens' Handbook*, now named the *Manitoba Seniors' Guide*. A review and redesign of the Guide will take place in 2006 through the Senior Access program.

Distributes *Fact Sheets for Manitoba Seniors* in conjunction with the Secretariat, on topics such as: active living, apartment security, vehicle safety, purse snatchings, lost I.D cards, and funeral arrangements.

Participates on committees, within and outside government, dealing with seniors' issues.

Attends seniors' functions in various communities.

### EXPECTED RESULTS

The expected results are:

- stronger government policy, programs and services which meet the needs of seniors;
- greater opportunity for government to receive information from seniors on a regular basis;
- increased public knowledge and understanding of the aging process and its implications for all age groups in Manitoba; and
- enhanced quality of life for seniors with increased awareness of services in government and in the community.

***Sub-Appropriation Number: 24-1***

## *MANITOBA SENIORS AND HEALTHY AGING SECRETARIAT*

| | Estimates of Expenditure 2006/07 | | Estimates of Expenditure 2005/06 | | |
|---|---|---|---|---|---|
| **SALARIES & EMPLOYEE BENEFITS** | **FTE** | **$(000's)** | FTE | $(000's) | |
| Managerial | **1.00** | **85.3** | 1.00 | 85.6 | |
| Professional/Technical | **6.00** | **338.5** | 6.00 | 335.5 | |
| Administrative Support | **2.00** | **74.0** | 2.00 | 74.2 | |
| | **9.00** | **497.8** | 9.00 | 495.3 | |
| Term | | **2.3** | | 2.3 | |
| Less Allowance for Staff Turnover | | **(10.5)** | | (10.4) | |
| Pension Liability | | **10.8** | | 8.6 | 1 |
| Employee Benefits | | **53.0** | | 52.7 | |
| Total Salaries & Employee Benefits | **9.00** | **553.4** | 9.00 | 548.5 | |
| **OTHER EXPENDITURES** | | | | | |
| Transportation | | **26.0** | | 26.0 | |
| Communication | | **35.6** | | 35.6 | |
| Supplies & Services | | **91.0** | | 88.2 | |
| Other Operating | | **29.2** | | 29.2 | |
| Total Other Expenditures | | **181.8** | | 179.0 | |
| External Agencies | | **386.8** | | 185.5 | 2 |
| **TOTAL SUB-APPROPRIATION** | | **1,122.0** | | 913.0 | |

1. Pension liability for new civil servants
2. Increase to support community based services for seniors

| Res. No. | Appro. Number | Manitoba Seniors and Healthy Aging Secretariat (24) Details of Appropriation | Estimates of Expenditure 2006/07 $(000's) | Estimates of Expenditure 2005/06 $(000's) |
|---|---|---|---|---|
| 24.2 | 2 | ***COSTS RELATED TO CAPITAL ASSETS*** | **8.0** | 8.0 |

Provides for costs related to capital assets.

| | | |
|---|---|---|
| a) Desktop Services | | |
| 1) Amortization Expense - Transition | **2.0** | 2.0 |
| 2) Enterprise Software Licenses | **2.5** | 2.5 |
| | **4.5** | 4.5 |
| b) Amortization Expense | **3.5** | 3.5 |
| | **8.0** | 8.0 |

***Sub-Appropriation Number: 24-2***

## *COSTS RELATED TO CAPITAL ASSETS*

| | Estimates of Expenditure 2006/07 | | Estimates of Expenditure 2005/06 | |
|---|---|---|---|---|
| | FTE | $(000's) | FTE | $(000's) |
| Desktop Services: | | | | |
| Amortization Expense - Transition | | 2.0 | | 2.0 |
| Enterprise Software Licenses | | 2.5 | | 2.5 |
| | | 4.5 | | 4.5 |
| Amortization Expense | | 3.5 | | 3.5 |
| **TOTAL EXPENDITURES** | | 8.0 | | 8.0 |

# PART 3

# HISTORICAL INFORMATION

**APPENDIX 1**

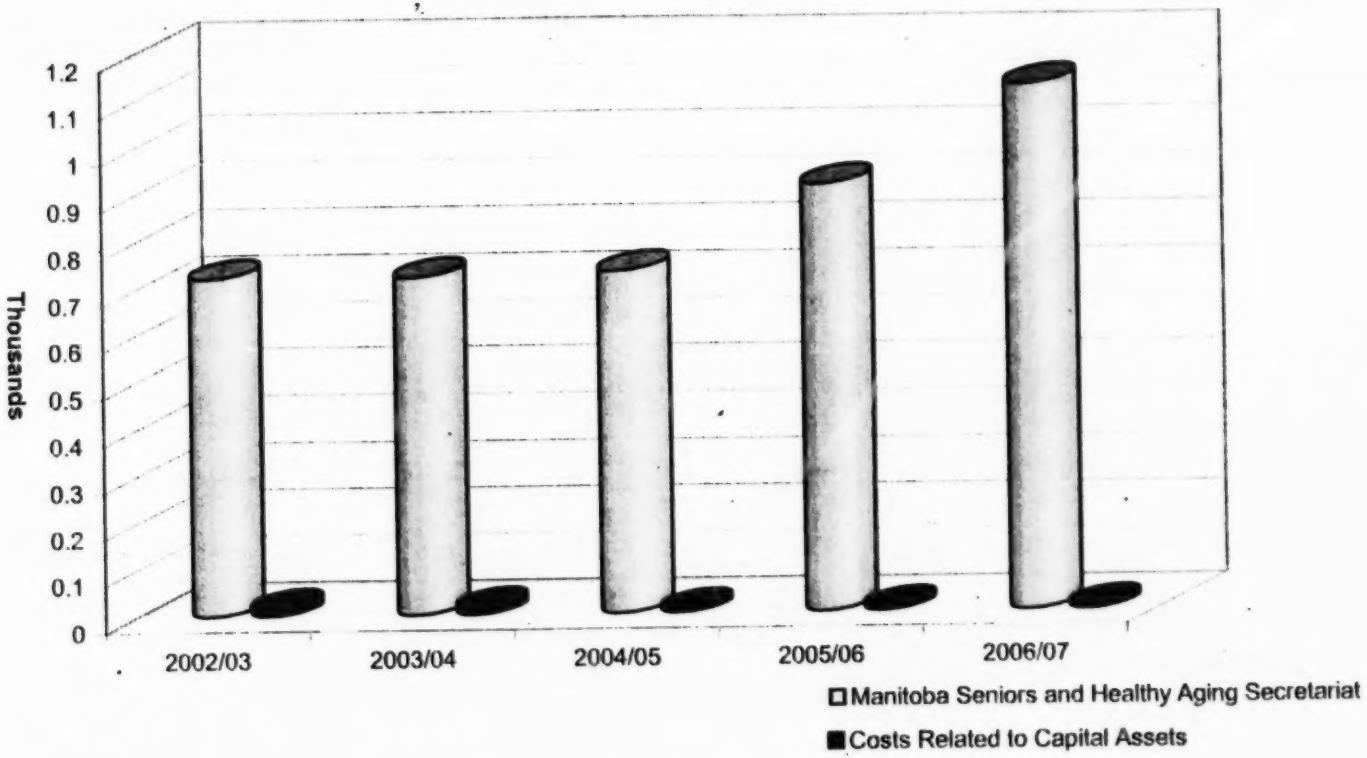
## MANITOBA SENIORS AND HEALTHY AGING SECRETARIAT
## FIVE YEAR EXPENDITURE AND STAFFING SUMMARY
## BY MAIN APPROPRIATION ($000)
## FOR THE FISCAL YEAR ENDING MARCH 31, 2007

| APPROP. NO. | | ACTUAL/ADJUSTED EXPENDITURE | | | | | | Adjusted Estimates of Expenditure 2005/06 | | Printed Estimates of Expenditure 2006/07 | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 2002/03 | | 2003/04 | | 2004/05 | | | | | |
| | | FTE | $ | FTE | $ | FTE | $ | FTE | $ | FTE | $ |
| 1 | Manitoba Seniors and Healthy Aging Secretariat | 9.00 | 723.2 | 9.00 | 723.2 | 9.00 | 733.1 | 9.00 | 913.0 | **9.00** | **1,122.0** |
| 2 | Costs Related to Capital Assets | | 15.8 | | 15.8 | | 8.0 | | 8.0 | | **8.0** |
| | TOTAL MANITOBA SENIORS AND HEALTHY AGING SECRETARIAT | 9.00 | 739.0 | 9.00 | 739.0 | 9.00 | 741.1 | 9.00 | 921.0 | **9.00** | **1,130.0** |

# Manitoba Seniors and Healthy Aging Secretariat

Appendix 2

## Five Year Expenditure History by Main Appropriation
## 2002/03 to 2006/07




Fiscal Year Ended March 31.
Actual Expenditures for 2002/03 to 2004/05
Estimates of Expenditure for 2005/06 and 2006/07

# PART 4

# GLOSSARY

## GLOSSARY

### Cost Element

A cost element is a classification of expenditures according to the nature of expense such as salaries, supplies and services, etc., which identifies the object of expenditure out of appropriation funds. The government accounting system tracks expenditures according to the following cost element groups:

| Cost Element Group | Components |
|---|---|
| Salaries | Regular Earnings, Other Earnings (overtime, shift premium), Ministers and Members of the Legislative Assembly, Fringe Benefits, Other (Worker's Compensation Allowance, Supplement), Health and Education Tax Levy, Benefit Chargeback. |
| Grants/Transfer Payments | Discretionary Grant, Nondiscretionary Grant, Transfer Payment, Valuation Allowance, Capital Grant. |
| Transportation | Vehicles, Aircraft, Other (taxi, bus, freight, rail), Travel Agency Fees, Freight/Courier. |
| Communication | Telephone, Electronic Communication Services, Postal Services, Advertising/Program Promotion, Radio Systems, Other. |
| Supplies and Services | Operating Supplies, Materials, Office Supplies, Maintenance, Other Services, Rentals, Professional Services, Utilities, Other Fees. |
| Public Debt | Credit/Debit Card Fees, Gain/Loss on Foreign Exchange, Interest on Debt, Discount on Debt, Amortization – Debt, Interest Charges, Other Charges. |
| Minor Capital | Land, Buildings, Vehicles, Machinery & Equipment, Computers, Furniture, Leasehold Improvements, Loss on Sale of an Asset, Amortization Expense. |
| Other Operating | Accommodations, Food and Beverage, Computer Related Charges, Insurance Costs, Publications, Allowances and Other Financial Compensation, Other Personnel Costs (relocation/transfer costs), Other Operating (membership fees, hospitality, employee training, uniforms, conference/convention registration fees, incidental allowances), Imputed surcharges. |

| Cost Element Group | Components |
|---|---|
| Financial Assistance and Related Costs | Clothing for Citizens, Fees and Services, Assistance Payments (food, shelter, allowances, utilities), Transportation, Health, Special Needs. |

**Employee Benefits**

Costs incurred by government for its contributions to the Employment Insurance Program, Canada Pension Plan, Group Life Insurance Plan, Ambulance, Hospital Semi-Private Plan, as well as costs related to pension liability for new employees, and payments made under the Dental Plan, Long-Term Disability Plan and Levy for Health & Post Secondary Education.

**Estimates of Expenditure (Adjusted)**

A re-alignment of previous year's estimates of expenditure for any organizational change to provide for more accurate and realistic comparisons from one budget year to the next.

**Full Time Equivalent (FTE)**

A measurement for number of positions. Every full-time regular position represents one full-time equivalent position. Other categories (e.g. term, departmental, sessional, contract) are measured in proportional equivalents, e.g., a program with a vote of 1.50 term FTE could hire staff in any combination that results in a total of 1 1/2 years (or 78 weeks) of employment (e.g., 6 staff for 3 months (13 weeks) each; 2 staff for 9 months (39 weeks) each; 1 full-time and 1 half-time staff for 1 year; 3 half-time staff for 1 year, etc.)

For further information related to staffing, please refer to the Civil Service Commission's intranet website (HR Personnel/Guides/SAP – HR Data Standards).

**Staff Categories**

***Managerial***

Positions which have been delegated the authority and have the responsibility to plan, administer, and control the resources and activities of a defined organizational unit in the Manitoba Government, and are directly and fully accountable for:

- the utilization of resources in achieving planned objectives including the development of a budget and the initiation and authorization of expenditures; and,
- the organization's results and impacts.

***Professional/Technical***

Employees who have duties that relate to specific areas of program operations requiring some functional specialization.

Included in this category are employees classified within the following components and/or series:

Education
Health
Legal, Inspection and Regulatory
Physical Sciences
Social Sciences
Trades, Operations and Services
Personnel Officer Series
Administration (with the exception of the Administrative Officer Series.)
Engineers (O.P.E.E.P.M.)
Legal Aid Lawyers (L.A.L.A.)
Crown Attorneys (M.A.C.A.)
Doctors (M.M.A.)
L.A.M.C. staff
Professional Officer Series

NOTE: Those employees designated as managers and also classified within one of the above components or the excluded component shall be categorized only once, as managerial.

***Administrative Support***

Employees who have duties related to the provision of support and assistance to program operations.

Included in this category are employees classified within the clerical component or the Administrative Officer series.

**Staff Turnover Allowance**

An adjustment made to a salaries account to allow for attrition and staff turnover. It is a negative adjustment to enable the organization to more accurately display salary requirements